

Town of Drumheller COMMITTEE OF THE WHOLE MEETING AGENDA

January 23, 2012 at 4:30 PM
Council Chamber, Town Hall
703-2nd Ave. West, Drumheller, Alberta



Page

1.0 CALL TO ORDER

- 1.1 East Transmission Water Line
- 1.2 Shareholder Representatives of the Canadian Badlands Ltd.
- 1.3 Proclamation - Family Literacy Day - January 27th, 2012

2.0 DEVELOPMENT OR REVIEW OF STRATEGIC PLAN

3.0 DEVELOPMENT OR REVIEW OF POLICIES

4.0 DELEGATIONS

5.0 REPORTS FROM ADMINISTRATION

5.1. CAO'S REPORT

- 5.1.1 Next Steps - Town Hall Relocation
- 5.1.2 Badlands Community Facility Update

5.2. DIRECTOR OF INFRASTRUCTURE SERVICES' REPORT

5.3. DIRECTOR OF CORPORATE SERVICES' REPORT

5.4. DIRECTOR OF COMMUNITY SERVICES' REPORT

- 5.4.1 Regional Bylaw Services Feasibility Study

6.0 ANNUAL BUDGET REVIEW

7.0 COUNCIL MEMBERS ROUND TABLE DISCUSSION

8.0 IN-CAMERA MATTERS

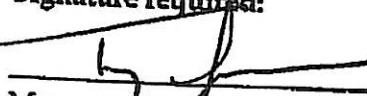
Agenda Item # 1.2



SHAREHOLDER REPRESENTATIVES OF THE CANADIAN BADLANDS LTD.

Municipality TOWN OF DRUMHELLERAddress 703 2nd Ave. W.Drumheller, ABPostal Code T0J0Y31st Representative must be the Mayor or Reeve or a designate who must be an elected official.Name Terry Yemen Position Mayor2nd Representative may be a second elected official, a tourism operator, economic development officer, or individual from a tourism marketing organization.Name Ray Telford Position Economic Development Officer3rd Representative may be a tourism operator, economic development officer, an individual from a tourism marketing organization or could be an elected official.Name Bryce Nimmo Position Director of Canadian Badlands Ltd.
(Appointment in place until March 31, 2011)

Signature required:


Mayor or Reeve (signature)Terry Yemen
(printed name)Dated the 26th day of October, 2010Please fax this signature page to 403-823-7753AND mail the original to Box 1408, Drumheller, AB, T0J 0Y0

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Agenda Item # 1.3

Town of Drumheller

Proclamation

Family Literacy Day

January 27, 2012

WHEREAS solid literacy skills are vital to our social and economic development as a Town;

AND WHEREAS research shows that parents have a strong influence on the literacy development of their children;

AND WHEREAS family literacy programs serve to secure a solid learning foundation for our children;

AND WHEREAS family learning helps maintain the literacy levels of adults and encourages the development of lifelong readers and learners;

Now therefore, I, Mayor Terry Yemen, do hereby proclaim January 27 as "Family Literacy Day" in the Town of Drumheller.



Agenda Item # 1.3

Drumheller Family Literacy
Box 998
Drumheller, AB
T0J 0Y0

PH. 403-823-7969

Fax. 403-823-7086

Email buildingblocks@oldscollge.ca

January 6, 2011

Mayor Yemen
703 – 2nd Ave. W.
Drumheller, AB
T0J 0Y3

Dear Mayor Yemen,

In partnership with Drumheller and District Further Education, Drumheller Literacy Project, Drumheller Family Literacy and the Family Fun Events Committee and residents of Drumheller we are committed to seeing children and adults prosper. Each year on January 27, many children and adults across Canada celebrate Family Literacy Day by participating in activities designed to promote reading and learning as a family. This special day communicates the important message to children and parents in our community that the reading and learning habits we develop at an early age set the stage for our success later in life.

I am writing to request that you recognize January 27 as Family Literacy Day in Drumheller. An official recognition of January 27 as Family Literacy Day will serve to reinforce our government's commitment to literacy and to securing a solid foundation for our children.

We would also like to extend an invitation to you and the council to experience Family Literacy Day for yourselves. We will be holding a Family Literacy Celebration at the Civic Centre on January 28, 2011 from 2 to 4P.M. to celebrate. We would be honored to have you open the celebration. If you could start off the afternoon with a welcome and possibly why literacy is important to you and how it plays a role in your family that would be great. You could add any of the following comments if you wish:

- Family literacy includes all the talking, singing, rhyming, reading that happens throughout the day with your children.
- Parents/caregivers are the first teachers of their children and sometimes the journey is a challenge.
- It is intergenerational, as grandparents, aunts, uncles can play important roles on this learning journey
- Organizations like Drumheller Family Literacy are here to help you on your way with creative age appropriate activities for families.

Thank you for your consideration of this proposal. I will follow up with you in a few days to discuss this great opportunity.

Sincerely,

Louise Henrickson
Family Literacy Coordinator

Family Literacy facts:

Literacy - "The ability to understand and use printed information in daily activities , at home, at work, and in the community to achieve one's goals and to develop one's knowledge and potential."

Here are some Canadian Literacy Facts:

- 16% of adult Canadians have reading and writing skills too limited to allow them to deal with reading material encountered in everyday life.
 - 22% of adult Canadians can use reading and writing materials in a variety of situations, provided the material is simple.
 - 62% of adult Canadians have reading and writing abilities sufficient to deal with everyday reading and writing requirements.
- ~~~~~

Family Literacy - Is informal learning that takes place within the home and your environment. That learning serves as a foundation for the rest of a child's life, doing family literacy activities as part of your day will help your child to have a strong future. Regular in-home family literacy activities can prevent children from struggling through school.

Give the gift of literacy to your child from the day they are born.

Here are some facts about the value of Family Literacy:

- Children who are read to at a young age usually learn to read faster and are lifelong learners.
- Children who have come from families that practice family literacy have a stronger vocabulary.
- Children who have been exposed to literacy activities at home have a greater learning confidence and are more prepared when they start school.

Family Literacy Day takes place annually on January 27 to celebrate adults and children reading and learning together, and to encourage Canadians to spend at least 15 minutes enjoying a learning activity as a family every day. In 2011, our theme this year is Journey to Learning.

This year our local Family Literacy Day celebration takes place on Saturday, January 28 from 2-4 p.m. at the Civic Centre starting in the library. Please pre-register with Cora at 403-823-1660 before Monday, January 23rd to ensure enough supplies and snacks.

Do you need more information, want a presentation, or are you interested in donating call Louise at Drumheller Family Literacy 403-823-7969 or email buildingblocks@oldscollge.ca

A hundred years from now it will not matter what my bank account was, the sort of house I lived in, or the kind of car I drove....but the world may be different because I was important in the life of a child.

Agenda Item # 5.4.1

Linda Handy

From: Kari Bott [kbott@palliserservices.ca]
Sent: Monday, December 05, 2011 3:02 PM
To: cao@mdacadia.ab.ca; cao@acme.ca; assistcao@acme.ca; beiseker@beiseker.com'; caocarbon@wildroseinternet.ca; admincarbon@wildroseinternet.ca; 'Sandi Jackson'; 'Cereal Village of'; consort@netago.ca; mjeffrey@netago.ca; 'Sandra Kulyk'; admin@town.coronation.ab.ca; 'Caroline Siverson'; Raymond Romanetz; Linda Handy; voe14@telus.net; halkirk@wildroseinternet.ca; 'Geraldine Gervais'; hussar@myipplus.net; 'Joanne Weller'; morrin@netago.ca; 'Lyle Cawiezel'; cao@townofoyen.com; townoffice@townofoyen.com; tpeach@countypaintearth.ca; 'Lois L. Mountjoy'; billr_village@rockyford.ca; 'Jay Slem'; 'Darran Dick'; marilyn.lazzari@gov.ab.ca; corinne.kelts@gov.ab.ca; 'Trent Caskey'; gtreavor@standardab.ca; 'Leah Jensen'; 'Ross Rawlusk'; 'V. Maureen Malaka'; 'Village of Veteran'; ytown@xplornet.com; 'Rizdale Gajudo'; 'Lois Bedwell'
Cc: sahovde@hotmail.com; jkaster@hanna.ca; letfarm@netago.ca; 'Barrie Hoover'; 'Rocky Dahmer'; sshoff@bytesurfer.ca; 'Dale & Melody Kent'
Subject: Regional Bylaw Enforcement Services - Level of Interest
Attachments: Regional Bylaw Services Feasibility Study - DRAFT OCT 25 11.pdf
Importance: High

Good afternoon:

The Regional Bylaw Services Feasibility study was emailed to all PRMS members in late October for review. We have since received responses from a few municipalities regarding the level of interest in proceeding to the next steps toward implementation.

Please review with your Council and provide a response by January 31, 2012 and we will proceed with a meeting of interested municipalities soon after.

Best regards;

*Brad Wiebe RPP, MCIP
CEO/ Director of Planning
Palliser Regional Municipal Services
Ph: (403) 854-3371
Toll Free: 1-877-854-3371
Fax: (403) 854-4684*

A vibrant regional organization that provides relevant, effective and sustainable services and solutions to local governments.

Planning...Mapping...Safety Codes....Regional Solutions and more





Regional Bylaw Services

Feasibility Study

DRAFT - October 2011

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DRAFT DOCUMENT

Agenda Item # 5.4.1
Regional Bylaw Services Exploration Study

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EXECUTIVE SUMMARY

Municipal Bylaw Services may take many forms and all Alberta municipalities are required by the Municipal Government Act to enforce municipal bylaws. Many municipalities in the Palliser Region are too small to have a dedicated bylaw service and the request for a regional solution was presented at the Palliser Regional Municipal Services 2010 November General Meeting. A regional bylaw service has the advantages and disadvantages of being separate from any particular municipality providing a certain level of anonymity and separation from other municipal decisions and may also provide greater economies of scale for municipal operations. The regional bylaw services study provides options for a regional approach with a recommendation to utilize a per capita cost recovery funding model for all interested municipalities with a level of flexibility to provide the level of service required by each interested municipality. A sample funding and service model is provided considering one bylaw officer personnel per 5,000 population. This again is only a suggestion and could be adjusted to a general agreed upon standard to meet the basic requirements of all municipalities. The flexibility would allow for any municipality to contract further bylaw services personnel through the regional service or otherwise to meet the service level requirements of all interested parties. A meeting will be scheduled to determine the level of municipal interest and discuss the basic parameters to be considered for a successful pilot project. If enough interest is expressed a more detailed business plan will be developed with specifics considering the municipal needs of those interested where final costs and requirements will be determined.

1. INTRODUCTION**1.1 Purpose of the Regional Bylaw Services Feasibility Study**

The Regional Bylaw Services Exploration Study was initiated as a result of a request from member municipalities at the Palliser Regional Municipal Services (PRMS) 2010 November General Meeting to be reviewed and considered to determine the potential benefits of a regional bylaw service in East Central Alberta. The Town of Coronation, as the managing partner of the project, received a Regional Collaboration Program Grant from Alberta Municipal Affairs to develop the study. PRMS is the contracted agency to provide the study. PRMS currently provides Municipal Planning, Mapping, Safety Codes and Regional Solutions Services to 28 Member/ Shareholder municipalities in East Central Alberta.

The Study is intended to identify and assess potential options and determine whether the benefits of regional service delivery of bylaw enforcement services outweigh the costs. The study will provide various approaches to service delivery on a regional basis considering various parameters and scope. The results of the study will be reviewed by the interested/ involved municipalities to determine if regional bylaw enforcement should be pursued. If it is decided that there is enough interest to proceed, an implementation program and operations plan will be developed in accordance with the study.

1.2 PRMS Strategic Plan Compliance

The PRMS Strategic Plan was developed and adopted in June 2010. The plan recognizes the core services of the organization and the potential for additional special projects and services that meet the requirements of the strategic plan. According to the PRMS Strategic Plan special projects are those that do not comprise a service that is regularly provided by PRMS and may take the form of special studies, policy development or mapping projects. These projects are generally funded through Provincial grant opportunities or other arrangements with the municipalities/ agencies requesting the project. This study is compliant with the strategic plan as it is funded through a Provincial grant and provides the basis for a relevant, effective and sustainable service to local governments.

1.3 Objectives for PRMS and the participating Municipalities

The primary objective of the study is to determine if bylaw services on a regional level is a viable option for some, or all, of the interested municipalities. Multiple scenarios may need to be considered dependent on the level of interest in implementation of a regional bylaw service. The interested municipalities have an objective to develop a relevant bylaw service option that provides timely and professional service with expertise that meets the needs of the municipality. The mission of PRMS is to provide effective and affordable local government services with expertise that support regional cooperation and communication through the provision of relevant, effective and sustainable services and solutions to local governments.

1.4 Consultation with Stakeholders

The stakeholders include the interested municipalities within the PRMS region. 18 of the PRMS members were originally polled to determine the level of interest in a regional bylaw service option. The 18 urban municipalities with limited capacity or bylaw service expertise were originally considered as potential participants. 14 out of 18 municipalities were interested in the results of a feasibility study. Since that time two additional municipalities have shown interest in the results and options available.

2. Research, Investigation and Analysis

2.1 Stakeholder Survey

The member municipalities of PRMS were originally polled to determine the potential interest in a regional bylaw service option. The project was explained to the members and an evaluation was completed on the current bylaw services that were being utilized and the bylaw issues that were most prevalent. The results are provided in **Appendix 'A'**.

2.2 Demand or Need

The demand or need for a comprehensive bylaw service in the region appears to be more prevalent in the eastern communities. The western communities including Acme, Linden, Carbon, and Trochu currently contract with Kneehill County for bylaw services excluding animal control. These agreements are considered based on the number of hours of service required or requested and developed as a cost recovery service. The original request for a regional bylaw service option was received from the eastern communities.

2.3 Existing Stakeholder Practices

Presently, most of the smaller urban municipalities in the region provide bylaw services internally. In many cases, the municipal administrator is required to enforce bylaws along with all of the other administration duties and requirements. Bylaw enforcement has the potential to be a cumbersome and time consuming activity and many administrators are finding that they do not have the appropriate time available or level of training to accurately and appropriately provide the service. The larger municipalities (population of 2500+) currently deliver bylaw services internally with dedicated personnel to provide the service. Special Areas and the County of Paintearth have a partnership with a shared Community Peace/ bylaw officer. Starland County has a bylaw officer with a focus on Hamlet property maintenance and vehicle permitting/ inspections. The Town of Hanna employs a Director of Protective Services and the Town of Drumheller employs three bylaw services personnel.

2.4 External Municipal Bylaw Service Practices

Many surrounding municipalities and agencies were polled to determine the current bylaw services practice in surrounding jurisdictions and options that currently exist for service delivery. There are currently few alternative service delivery options available in Alberta. Most municipalities provide bylaw services internally. Urban municipalities with a population greater than 2500 and the Counties tend to have a more formalized approach to bylaw services than the smaller urban municipalities. This is mostly due to the lack of human and other resources in smaller urban municipalities and the lack of need for a full-time bylaw service. The less frequent service needs in a smaller municipality also lead to the lack of expertise and resources when a bylaw service is required. **Appendix 'B'** provides an overview of the bylaw services practice in surrounding/ external municipalities.

3. Regional Bylaw Service Feasibility Requirements

3.1 Functional Requirements (Human and Physical Resource Needs)

The requirements for a regional bylaw service to be effective include the following:

- Staff – the appropriate number of staff to provide the service effectively and includes significant time for legal prosecution and court proceedings, etc.
- Staff training – a minimum level of training to ensure as much as possible that the staff members are qualified and knowledgeable (dependent on the level of service needs ie. Traffic requires a Community Peace Officer designation)
- Equipment – the proper supplies and equipment (ie. Uniforms, animal handling equipment, protective equipment, etc.)
- Vehicles – replacement program every few years and any necessary modifications
- Office Space – in an appropriate location(s) considering distance and logistics for bylaw service matters
- Kennel – an animal services kennel is required. Many bylaw service departments contract the kenneling requirements to existing facilities in the area.

3.2 Costs and Benefits

The costs and benefits of a professional bylaw service include the necessary physical costs but it is also important to include the benefit of the presence of safety and enforcement abilities. Many of the interested municipalities currently have limited time and bylaw enforcement expertise available and the value of a bylaw service in the region may have a greater impact in these instances.

Costs

In discussions with municipalities that have an internal bylaw service the common response to the revenue and expense question is that it is the Council's mandate to have the service to ensure community standards are upheld along with public health and safety. The bylaw service is not revenue driven. The costs of bylaw services far exceed any potential revenue from fines and fees. Certain municipalities will utilize the fines and fees from animal services (ie. Pet licensing) to cover some of the costs of the service but the enforcement of general municipal bylaws does not produce any significant revenue. **Appendix 'C'** contains a sample of annual costs that is based on a per capita funding model to determine the level of service required for each community in consideration of the interested municipalities that responded. As bylaw services are directly correlated with the population served it is recommended that a per capita funding model would be most effective for this type of service. The per capita model may also be utilized to determine the number of staff required to provide the appropriate level of service as gauged by the project participants.

Benefits

In order to provide bylaw services appropriately a significant amount of staff time is required. Bylaw officers are required to inspect, educate, and enforce bylaw compliance complaints and issues. When bylaw enforcement measures are not complied with court proceedings and prosecution may be required. These processes tend to have a high cost associated. It has been stated by many municipal officials that the presence of a uniformed bylaw services personnel eliminates many of the common municipal bylaw compliance issues such as community standards (weeds, unsightly premises, etc.) and issues with animals or streets and sidewalks. A professional bylaw service would contain a recognized enforcement process (ie. 3 strikes – verbal, fine, order) and a patrol schedule or call basis program. Bylaw services may also be utilized for public education/ community programming (ie. Bike safety, child seat restraint clinics, etc.) and municipal bylaw development services. Another significant benefit is the reduction in

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resources required by the local administration, especially in the case of a small municipality without dedicated bylaw service personnel.

3.3 SWOT Analysis

The strengths, weaknesses, opportunities and threats related to a regional bylaw service business case have been stated throughout the study and are specifically defined in the following section.

Strengths

The main strengths of a regional bylaw service include the benefits as stated previously. Another significant strength of a regional service is the professional appearance of a bylaw service. When a bylaw officer arrives in an official enforcement vehicle with an official uniform the presence alone tends to reduce the number of bylaw enforcement related complaints and issues. It is expected that the number of bylaw complaints will be high at the beginning of a regional program (due to the lack of enforcement in many smaller communities) but will reduce quickly after the presence of the service is noticed.

The anonymity of the bylaw services personnel not being from a specific municipality will also assist in the bylaw service personnel doing the job professionally and appropriately without personal considerations that may be present in smaller communities (ie. fear of repercussions or difficulty of enforcement with friends/ neighbors, etc.)

Greater economies of scale that may be realized from a regional service where the bylaw service expertise are dispersed throughout the region with a consistent professional enforcement process across municipal jurisdictions.

Weaknesses

The primary weaknesses of a regional service vs. a local service may be related to distance and logistics. Many times bylaw compliance matters are time sensitive (ie. Animal control) and a quick response may be necessary. Dependent on the level of buy-in from the interested municipalities this may be defined with bylaw personnel located in specific areas of the region to ensure a distance/ time objective is established for response.

A weakness that is commonly associated with regional services is the perceived lack of control by any one municipality. It is important that the level of service remains at an acceptable standard for all of the partners involved and communication is regular and responsive to the needs of the members.

Opportunities

The opportunity to develop an area for municipal cooperation that is mutually beneficial to all of the parties involved is the primary goal. Considering the strengths with a potential increase in the level of service with qualified and professional resources at a more reasonable financial cost than providing the service on an individual municipality basis is a clear opportunity and benefit.

Threats

As a municipal service there are minimal threats to a regional business model as the service does not provide a profit scenario and is dependent on municipal contributions. The service is intended to be operated as a non-profit scenario with service costs to be paid by the participating municipalities with a fee for service basis. Alberta Animal Services provides some of the similar services with a focus on animal control and provides bylaw services to the Town of Stettler and animal services on a contract basis to some of the surrounding municipalities. As mentioned previously, Kneehill County provides traffic and minimal bylaw services to some of the westerly PRMS communities on a fee-for-service contract basis. Other options and alternatives are discussed below.

3.4 Options and Alternatives for Service Delivery

The service delivery alternatives for bylaw enforcement may continue as is whereby the municipalities continue to provide bylaw services individually utilizing existing administrative personnel or a regional service delivery option may be considered. PRMS may have involvement in the regional service delivery of bylaw services with multiple options or alternatives. These may include but are not limited to:

1. PRMS includes the project or service as part of its core services to all of the member municipalities. This option would only be considered if buy-in was received from all existing members. A separate accounting is still recommended if this option were preferred.
2. PRMS provides the service to those member municipalities that are interested in the service (and could include external municipalities) with the costs related to the service collected as a special requisition based on a consistent requisition formula (similar to the current requisition process for existing services) to ensure cost recovery is captured from the participating municipalities.
3. The service may be provided on a "fee-for-service" basis to any PRMS member municipality or external municipality.
4. PRMS does not provide the service directly but "brokers" delivery through other agencies with the contract and service administration through PRMS. This is similar to the current Safety Codes Administration service.
5. PRMS does not provide the service directly but does provide advice on whom or where it could be provided through.

4. Implementation Plan

The implementation of a regional bylaw services program will require significant buy-in from the member municipalities to be a feasible alternative to the current procedures that include bylaw enforcement as an administrators' duty in small municipalities or existing contracting arrangements with the surrounding County. A meeting of the interested municipalities will be necessary to discuss the general areas and considerations provided in this study. The areas that require firm commitment include the following:

- A base level of service utilized for the per capita formula (ie. 1 officer/ 5,000 population)
- The level of training/ authority of officers (ie. Bylaw, Community Peace Officer, Level 1 or 2, etc.)
- The bylaw services required (ie. Municipal bylaws, traffic, weights and measures, moving violations, etc – commensurate with the level of officer training/ authority)

Bylaw Enforcement contains a high financial cost to revenue and will need to be determined in consideration of the number of interested municipalities and the level of service/ number of officers required to meet the service requirements. This will also depend on the actual services that are in demand (ie. General bylaw enforcement, animal control, traffic, weights and measures, etc.) as the level of education/ training and rates of pay and infrastructure will vary based on the services required.

4.1 Overview of Regional Bylaw Services Program

A regional bylaw services program requires some thought into the scope of services needed and if the benefits of a regional bylaw service exceed the costs in the view of the interested participants. Some recommendations are provided below for consideration based on discussions and responses from the interested municipalities.

4.2 Scope of Regional Bylaw Services Program

A recommendation is to consider the scope of services provided including hours of operation. The services may include the following:

- Municipal Bylaw Enforcement including examples such as:
 - Addressing bylaw
 - Traffic/ parking
 - Streets and Sidewalks
 - Community standards/ unsightly premises
 - Drainage
 - Truck routes
 - Noise
 - Nuisance
- Animal Services
 - Reunite lost cats and dogs with owners
 - Animal licensing
 - Enforce pet bylaws
 - Investigate citizen complaints regarding animals
- Education Programs
 - Teach children and adults about responsible pet ownership, child seat restraint clinics, etc
- Land Use Bylaw Enforcement – generally a service that is completed separate from bylaw services
- Bylaw development/ preparation services

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A key recommendation is to focus on the bylaw services that are consistent throughout all interested municipalities while not crossing into the jurisdiction of the RCMP (ie. Traffic). A focus on municipal bylaw enforcement provides a specific level of knowledge/ training requirements.

4.3 Recommended Service Delivery Option

In consideration of the potential service delivery options described in Section 3.4 there may be positive and negative attributes associated with each option. The recommended options in consideration of the characteristics of bylaw services (high cost, low revenue) is option 2 or 4.

2. PRMS provides the service to those member municipalities that are interested in the service (and could include external municipalities) with the costs related to the service collected as a special requisition based on a consistent per capita formula (similar to the current requisition process for existing services) to ensure cost recovery is captured from the participating municipalities.

OR

4. PRMS does not provide the service directly but "brokers" delivery through other agencies with the contract and service administration through PRMS. This is similar to the current Safety Codes Administration service.

Other options available may include partnering with existing service providers (ie. County services or Alberta Animal Services).

4.4 Business Plan Development

A business plan may be developed if a positive response is received from the interested municipalities after review of the anticipated costs and service levels. The Business Plan would provide more specific details as to the service requirements, staffing levels, funding structures, etc. and would also provide specifics for implementation measures and timing.

4.5 Pilot Project

There is a potential for further grant funding for the implementation of a regional service through the Alberta Municipal Affairs Regional Collaboration Program. This would allow for a business model to be developed and implemented on a short term basis to assist in the start-up phase.

4.6 Service Evaluation

Evaluation is an important aspect in any business process to ensure that the service is meeting the objectives it was developed for. This will allow us to arrange the service to best fit the scenario in terms of resource needs/ staffing to ensure response times are appropriate and meet the needs of the partners.

Appendix A: Existing Municipal Bylaw Services and Most Common Bylaw Complaints (results taken from telephone surveys in January 2011 with administrators)

<u>Municipality</u>	<u>Common Complaints</u>	<u>Existing Service Provider</u>	<u>Comments</u>
Town of Castor	trailers/ unregistered vehicles on streets/ boulevards unsightly/ nuisance/ weeds	Internal/ Administrator	Cost Dependent
Town of Coronation	noise/ unsightly/ traffic/ animal control	Internal/ Administrator	
Village of Consort	unsightly/ animals	animal - local person as dog catcher	Cost Dependent
Village of Halkirk	clean-up/ unsightly, animal	Internal/ Administrator	Dependent on terms
Village of veteran	not enough of an issue to warrant extra staff/ cost	Internal/ Administrator	Dependent on terms
Town of Hanna	animal control difficult	Director of Protective Services	Support for enf. of Unsightly/ nuisance may be good
Village of Beiseker	traffic/ unsightly	Internal/ Administrator	disc. w/ RVC for Contract basis
Village of Carbon	unsightly, animal control	contract with Kneehill county	not likely
Village of Delia	animal control/ snow removal, unregistered vehicles, unsightly, weeds	Internal/ Administrator	Cost Dependent
Village of Empress	Water metre access, animals, unsightly	Internal/ Administrator	requested study
Village of Munson		AAS - animal services contract	supportive of a reg initiative
Town of Oyen	unsightly, animal control	Internal/ Administrator	on the to-do list
Village of Rockyford	regional too cost prohibitive	Internal/ Administrator	interested in results
Village of Standard		County - animal, traffic Internal-all else	interested in results
Town of Trochu		Internal/ Administrator	
Village of Youngstown		Internal/ Administrator	interested in results

Appendix B: External Municipal Bylaw Services - Survey Results
(results taken from telephone surveys in January 2011 with administrators)

Questionnaire

1. Is there a bylaw focus?
2. Do you have an enforcement policy/ process?
3. What is the level of officer training?
4. Number of officers/ need?
5. Animal services requirements?
6. Cost vs. revenue?
7. Majority of calls/ complaints regarding?
8. Fines and fees schedule?
9. Any other comments.

Kneehill County

1. Focus on traffic/ weights and measures, some bylaw issues, no animals unless emergency, have assisted with unsightly
2. policy is education based, not fines unless necessary
3. training level is CPO Level 1 for traffic enforcement
4. 3 officers, 1 focused on PR, community programming (bike safety, vehicle restrain, etc) Very busy
5. Animals only in Hamlets unless dangerous, taken to Red Deer. Pet licensing in hamlets, no fee
6. Not revenue driven – no quotas, etc for County services, contracts based on hourly rate for cost recovery, fines go to County, muni chooses # hours in contract
7. Urban and rural much different requirements – unsightly and weeds common urban issues, traffic – County
9. consider costs of customized vehicles and regular replacement program

Alberta Animal services (based in Red Deer)

1. Is there a bylaw focus? Animal control only except in Stettler, unsightly, weeds, etc.
2. Do you have an enforcement policy/ process? Warning, Barking log, fine
3. What is the level of officer training? None specified – criminal justice
4. Number of officers/ need? Clearwater County furthest client, 38 muni's

- 5. Animal services requirements? Kennel in Red Deer
- 6. Cost vs. revenue? Costs dependent on service reqm'ts.

Rockyview County

- 1. Is there a bylaw focus? Bylaw and traffic
- 2. Do you have an enforcement policy/ process? Not specified
- 3. What is the level of officer training? CPO Lvl 1 – Traffic Lvl 2 - bylaw
- 5. Animal services requirements? No facilities – agreements w/ Cochrane/ Calgary Humane societies
- 6. Cost vs. revenue? Customer service – cost of doing business – high cost-low revenue
- 7. Majority of calls/ complaints regarding? Unsightly, dog related
- 9. Any other comments. Takes a lot of time, ensure backing of Council for clean-ups, prosecuting is expensive

Stettler

- 1. Is there a bylaw focus? AAS is the contract agency for bylaw services, 5 days/ wk in Stettler
- 3. What is the level of officer training? Not CPO's, in-house training, criminal justice diploma
- 4. Number of officers/ need? 1 FTE
- 5. Animal services requirements? Red Deer for kenneling
- 7. Majority of calls/ complaints regarding? Vary by municipality

Appendix C: Regional Bylaw Service Annualized Cost Considerations
(Cost per Bylaw Officer)

Salary	55,000 to 70,000	Sample municipal cost determination (per capita formula): 1 officer/ 5000 population = \$22.20 - 25.20/ capita
Benefits	17500	
<u>Expenses</u>		
Training	2000	
Equipment	1000	
Uniforms	500	
<u>Vehicle costs (3 yr replacement)</u>		
Vehicle purchase	15000	
Modifications	5000	
Fuel/ maint	10000	
Legal Costs	5000	
Administration	5000	
	<hr/>	
	111,000 to 126,000	

APPENDIX 'D' - Regional Bylaw Service - Sample Per Capita Revenue Model**PER CAPITA FUNDING MODEL**

Sample municipal cost determination (per capita formula):

1 officer/ 5000 population = \$22.20 - \$25.20/ capita

	Population	\$22.20 Per Capita	\$25.20 Per Capita	Bylaw officer (hrs per week)
Rural				
County of Paintearth	2,126	\$ 47,197.20	\$ 53,575.20	14.882
M.D. of Acadia	545	\$ 12,099.00	\$ 13,734.00	3.815
Starland County	2,371	\$ 52,636.20	\$ 59,749.20	16.597
Special Areas	4,729	\$ 104,983.80	\$ 119,170.80	33.103
Total Rural	9771	\$ 216,916.20	\$ 246,229.20	
Urban				
Castor	931	\$ 20,668.20	\$ 23,461.20	6.517
Coronation	1,015	\$ 22,533.00	\$ 25,578.00	7.105
Drumheller	7,932	\$ 176,090.40	\$ 199,886.40	55.524
Hanna	2,847	\$ 63,203.40	\$ 71,744.40	19.929
Oyen	1,190	\$ 26,418.00	\$ 29,988.00	8.33
Trochu	1,113	\$ 24,708.60	\$ 28,047.60	7.791
Acme	656	\$ 14,563.20	\$ 16,531.20	4.592
Beiseker	837	\$ 18,581.40	\$ 21,092.40	5.859
Carbon	570	\$ 12,654.00	\$ 14,364.00	3.99
Cereal	126	\$ 2,797.20	\$ 3,175.20	0.882
Consort	739	\$ 16,405.80	\$ 18,622.80	5.173
Delia	207	\$ 4,595.40	\$ 5,216.40	1.449
Empress	136	\$ 3,019.20	\$ 3,427.20	0.952
Halkirk	113	\$ 2,508.60	\$ 2,847.60	0.791
Hussar	187	\$ 4,151.40	\$ 4,712.40	1.309
Linden	741	\$ 16,450.20	\$ 18,673.20	5.187
Morrin	253	\$ 5,616.60	\$ 6,375.60	1.771
Munson	217	\$ 4,817.40	\$ 5,468.40	1.519
Rockyford	349	\$ 7,747.80	\$ 8,794.80	2.443
Standard	380	\$ 8,436.00	\$ 9,576.00	2.66
Veteran	293	\$ 6,504.60	\$ 7,383.60	2.051
Youngstown	170	\$ 3,774.00	\$ 4,284.00	1.19
Total Urban	21002	\$ 466,244.40	\$ 529,250.40	
TOTAL	30773	\$ 683,160.60	\$ 775,479.60	

* this option would provide 6 officers for the region

** municipalities would have the option to contract further bylaw services at the same rates